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**EFFECT OF MARKET ORIENTATION, LEARNING ORIENTATION AND
ENTREPRENEURIAL ORIENTATION ON SME'S PERFORMANCE
IN THE PAKISTAN CONTEXT**

By

MUHAMMAD HASSAN ARSHAD



**Thesis Submitted to
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**Pusat Pengajian Pengurusan
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SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

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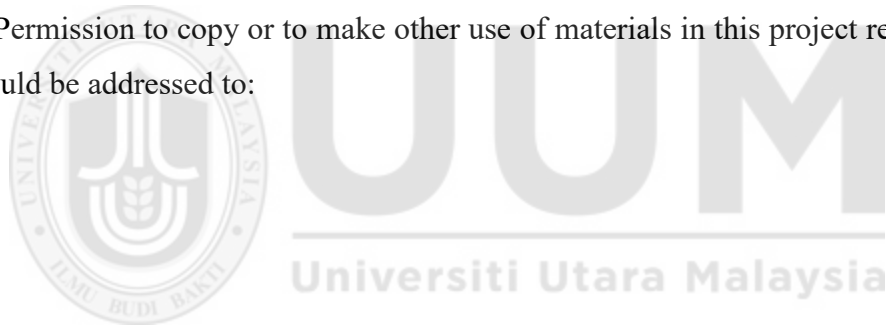
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ABSTRACT

This study aims to investigate the effect of Market Orientation (MO), Entrepreneurial Orientation (EO), Learning Orientation (LO) and Performance (P). The study was greatly motivated by the inconsistent findings and the gaps indicated in the contemporary literature regarding those relationships. First there were contradictory findings between EO and Performance, MO and Performance and LO and Performance relationships. Second, the three strategies; MO, EO and LO were not investigated together within the context of Small and Medium Enterprises (SMEs). Data were collected from SMEs operating in the Punjab Province, Pakistan. By using questionnaire survey, and a random sampling was used for sample selection. 380 questionnaires were distributed to SME owner/managers but only 330 of them were returned, giving a response rate of 83 percent. Only 318 useable questionnaires were used for further analysis. The findings revealed that EO, MO and LO were significantly related to performance. The findings of this study provided significant insights for both managers and researchers to further understand the effects of implemented strategies on performance. Finally, limitations of study and necessary recommendations for future research were discussed.

Keywords: market orientation, entrepreneurial orientation, learning orientation, Performance

ABSTRAK

Kajian ini bertujuan untuk mengkaji kesan Orientasi Pasaran (MO), Orientasi Keusahawanan (EO), Orientasi Pembelajaran (LO) dan Prestasi (P). Kajian ini sangat dimotivasi oleh penemuan yang tidak konsisten dan jurang yang ditunjukkan dalam kesusasteraan kontemporari mengenai hubungan tersebut. Pertama terdapat penemuan bercanggah antara EO dan Prestasi, MO dan Prestasi dan hubungan LO dan Prestasi. Kedua, tiga strategi; MO, EO dan LO tidak diasiat bersama dalam konteks Usaha Kecil dan Sederhana (PKS). Data dikumpulkan dari PKS yang beroperasi di Wilayah Punjab, Pakistan. Dengan menggunakan kaji selidik kuesioner, dan persampelan rawak digunakan untuk pemilihan sampel. 380 borang soal selidik diedarkan kepada pemilik / pengurus SME tetapi hanya 330 daripada mereka telah dikembalikan, memberikan kadar sambutan sebanyak 83 peratus. Hanya 318 borang soal selidik yang digunakan untuk analisis selanjutnya. Dapatan kajian menunjukkan bahawa EO, MO dan LO banyak berkaitan dengan prestasi. Penemuan kajian ini memberikan pandangan yang mendalam bagi kedua-dua pengurus dan penyelidik untuk lebih memahami kesan strategi yang dilaksanakan pada prestasi. Akhirnya, batasan kajian dan cadangan yang diperlukan untuk penyelidikan masa depan dibincangkan.

Kata Kunci: orientasi pasaran, orientasi keusahawanan, orientasi pembelajaran, prestasi.

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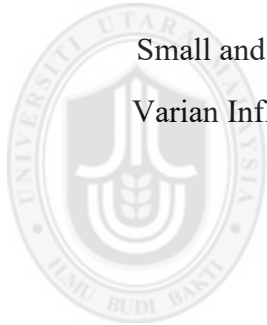
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LIST OF ABBREVIATIONS

MO	Market Orientation
EO	Entrepreneurial Orientation
LO	Learning Orientation
FPCCI	Federal of Pakistan Chamber of Commerce and Industries
KMO	Kaiser-Meyer-Olkin
P	Performance
RBV	Resource Based View
ROI	Return on Investment
SME	Small and Medium Enterprise
SPSS	Statistical Package for Social Science
SMEDA	Small and Medium Enterprise Development Authority
VIF	Varian Inflation Factor



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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

The small and medium-sized enterprises (SMEs) play a crucial part in country's economic growth and a key contributor to country's GDP. In the emerging economies, SMEs are the major contributor to the national economic development and a major source of the employment generation (Irfan, Kee, Qureshi, & Hussain, 2014). Generally, it is believed that large firm contributes more to the economic development and foreign exchange earnings but this point of view has been changed because countries such as Japan, Korea, and Taiwan have developed their economies through SMEs businesses (Ali Shah, Mehmood, Aamir Hashmi, Maqsood Shah, & Muhammad Shaikh, 2011)

The vital role of SMEs cannot be overemphasized in this competitive and challenging business world. Several researchers such as, Acs and Audretsch (1990) and Brock and Evans (1986) argued that SMEs have the capabilities to create employment opportunities and the initiator in innovation demand.

In the case developing nations, the role of SMEs is considered more emphatic because this sector is regarded as a vital means of boosting the development of the country as much as or even more than Multinational Large enterprises (MNEs). Hussain, Si, Xie, & Wang (2010) and Moore & Manring (2009) highlighted that SMEs contribute in variety of ways which is of immense benefits to the economy, for example, creating jobs which result in lower cost of capital. More so, the SMEs elasticity and flexibility structure another advantage possessed over large firms.

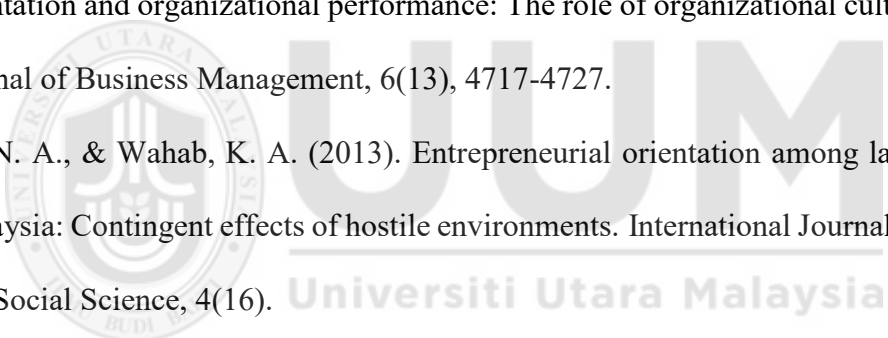
The following Table 1.1 shows SMEs contribution in some Asian countries economy

Table 1.1

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APPENDIX



**Pusat Pengajian
Pengurusan Perniagaan**
SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

Dear Respondent,

I am a Master student at Universiti Utara Malaysia. I am conducting research on “Effect of Market Orientation, Learning Orientation and Entrepreneurial Orientation on SMEs performance in Pakistan”. I request you to participate in this study by answering the attached questionnaire that will hardly take 10 minutes.

The questionnaire is anonymous, and your response will be used for the academic research purpose only. If you have any questions or concerns about the questionnaire or about participating in this study, you may contact me at muhammad_hassan@oyagsb.uum.edu.my, you can also request for research findings through same email address.

Thanks for your cooperation.

Sincerely,

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SECTION A:

Demographic information

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

Please read the following statements and **TICK** (☐) in the appropriate box.

1. Position:

- a. CEO/ Managing Director ☐
- b. Senior Manager ☐
- c. Other (Please specify) _____

2. Gender

- a. Male ☐
- b. Female ☐

3. Marital Status

- a. Married ☐
- b. Single ☐
- c. Divorced/ Widow ☐

4. Age Group

- a. Below 20 ☐
- b. 20 - 30 ☐
- c. 31 - 40 ☐
- d. 41 - 50 ☐
- e. Above 50 ☐

5. Level of Education

- a. Diploma ☐
- b. Matriculation ☐
- c. Intermediate ☐
- d. Bachelor ☐
- e. Masters ☐
- ☐

f. PhD

6. Please TICK (☐) specific range of your firm in three years.

No. of Employees	2017
< 10	
10 – 20	
21 – 50	
51 – 100	
101– 150	
151 – 250	
> 250	

7. Type of Ownership. Please TICK (☐) one only.

- a. Sole proprietorship ☐
- b. Partnership ☐
- c. Joint Venture ☐
- d. Limited company ☐
- e. Joint stock ☐
- f. Corporation ☐

8. Sales Turnover (Rupees in Million). Please TICK (☐) the exact range.

Sales Turnover (Rupees in million)	2017
< 50	
50 - 75	
76 – 100	
101 – 125	
> 125	

9. Years of operation: Please TICK (☐) one only.

- | | | |
|----|---------------|----------------------|
| a. | < 1 | <input type="text"/> |
| b. | 1 – 3 years | <input type="text"/> |
| c. | 4 – 7 years | <input type="text"/> |
| d. | 8 – 11 years | <input type="text"/> |
| e. | 12 – 15 years | <input type="text"/> |
| f. | 16 – 20 years | <input type="text"/> |
| g. | > 20 years | <input type="text"/> |

SECTION B: Entrepreneurial Orientation Scale

Please read the following statements and **TICK (☐)** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
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Entrepreneurial Orientation Scale

To what extent do you agree with the following dimensions?

Strongly Agree Strongly Disagree

		1	2	3	4	5
Innovation						
1	In our firm, we emphasize innovation and research and development activities critical to our performance.					

2	Our firm focuses to introduce new products and services at a high scale.					
3	It is the culture of our firm to support bold approaches to innovative product development.					
4	In our firm we actively seek innovative ideas.					
Proactiveness						
5	Employees in our firm are encouraged to take initiatives and proactive decisions.					
6	Our firm is strongly proactive for high return projects.					
7	Our firm is first to introduce new products/services, technologies and administrative techniques.					
Risk Taking						
8	We take bold decisions, necessary to achieve firm's objectives.					
9	We carry out high risk projects with uncertain returns.					
10	Our firm usually adopts an aggressive and bold posture when faced with uncertainty, to exploit the probability of potential opportunities.					

SECTION C: Market Orientation Scale

Please read the following statements and **TICK (☐)** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Market Orientation Scale

Strongly	Strongly					
	Disagree					
Agree						
		1	2	3	4	5

Customer Orientation					
11	Our business objectives are primarily driven by customer satisfaction				
12	Our firm's strategies are determined by our belief that how can we create greater value for customers.				
13	We constantly monitor our level of commitment and orientation to fulfill customer's need.				
14	Our firm provides after sales service for customers.				
15	We evaluate customer satisfaction continuously and systematically.				
16	Our firm's strategy for competitive advantage is based on our understanding of customer needs				
Competitor Orientation					
17	In our firm, sales people share information about competitor's strategies				
18	We quickly respond to competitive actions of our competitor that threaten us.				
19	We systematically analyze the products offered by our competitors				
20	We regularly share information with our employees concerning competitor's strengths and strategies.				
21	We target those customers where we have an opportunity for competitive advantage.				
Inter Functional Coordination					
22	In our firm, all the business units are integrated in serving the needs of our target markets.				
23	In our firm we freely communicate information about successful and unsuccessful customer's experience with all the employees of the firm.				
24	We regularly visit our present and prospective customers				
25	There is a strong coordination amongst all the units, which provides our firm a competitive advantage.				
26	All the employees in our firm understand how they can contribute to create customer value.				


SECTION D: Learning Orientation Scale

Please read the following statements and **TICK (☐)** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Learning Orientation Scale

How strongly do you agree or disagree with each of the following types of turbulence which your firm experienced?

Strongly Disagree  Strongly Agree

		1	2	3	4	5
Commitment to Learning						
27	Managers basically agree that our organization's ability to learn is the key to our competitive advantage.					

28	The basic values of this organization include learning as key to improvement.					
29	The sense around here is that employee learning is an investment, not an expense.					
30	Learning in my organization is seen as a key commodity necessary to guarantee organizational survival.					
Shared Vision						
31	There is total agreement on our organizational vision across all levels, functions, and divisions.					
32	All staff are committed to the objectives of the organization.					
33	Employees view themselves as partners in charting the direction of the organization.					
34	There is a unity of purpose in the organization.					
Open mindedness						
35	We are not afraid to reflect critically on the shared assumptions we have made about our Customers.					
36	Personnel in this enterprise realize that the very way they perceive the marketplace must be continually questioned.					
37	We rarely collectively question our own bias about the way we interpret customer information.					
38	We continually judge the quality of our decisions and activities taken over time.					

SECTION E: Performance Measure Scale

Please read the following statements and **TICK (☐)** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Performance Measure Scale

How do you perceive about your company?

Strongly
Strongly ←————→

Agree
Disagree

		1	2	3	4	5
Performance						
39	Sales Growth Rate					
40	Profitability					
41	Market Share					
42	Customer Satisfaction					

Any Suggestions/Comments

